



The Scottish Parliament
Pàrlamaid na h-Alba

CULTURE, TOURISM, EUROPE AND EXTERNAL RELATIONS COMMITTEE

AGENDA

28th Meeting, 2017 (Session 5)

Thursday 23 November 2017

The Committee will meet at 9.00 am in the Mary Fairfax Somerville Room (CR2).

1. **Decision on taking business in private:** The Committee will decide whether to take item 3 in private.
2. **Draft Budget Scrutiny 2018-19:** The Committee will take evidence from—

Kirsty Norris, Project Manager (International), Corra Foundation;

Claire Tynte-Irvine, Head of International Division, Ian Nicol, Malawi Development Programme Manager, and John Mooney, Rwanda Development Programme Manager, Scottish Government;

and then from—

Alex Paterson, Chief Executive, and Donella Steel, Director of Finance, Historic Environment Scotland.

3. **Draft Budget Scrutiny 2018-19:** The Committee will consider the evidence heard earlier in the meeting.

Katy Orr
Clerk to the Culture, Tourism, Europe and External Relations Committee
Room Tower T3.40
The Scottish Parliament
Edinburgh
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The papers for this meeting are as follows—

Agenda Item 2

| | |
|---------------------|--------------------------|
| Note by SPICe | CTEERC/S5/17/28/1 |
| Written submissions | CTEERC/S5/17/28/2 |
| PRIVATE PAPER | CTEERC/S5/17/28/3 (P) |
| Note by SPICe | CTEERC/S5/17/28/4 |
| PRIVATE PAPER | CTEERC/S5/17/28/5 (P) |

PRE-BUDGET SCRUTINY OF THE SCOTTISH GOVERNMENT INTERNATIONAL DEVELOPMENT FUND

Purpose

The purpose of today's evidence session with officials from the Scottish Government's international development team and the Corra Foundation is to examine how the Scottish Government's international development fund is managed and what outcomes it achieves. The evidence session forms part of the Committee's pre-budget scrutiny ahead of publication of the Scottish Government's draft budget for 2018-19 in December.

The Scottish Government and the Corra Foundation have submitted written evidence which provides details of the how funding is awarded to projects and how the outcomes from the funding are monitored and evaluated. The Corra Foundation has also provided two examples of case studies showing the outcomes from the international development budget. These written submissions are included in paper 2.

Context

The Scottish Government's approach to international development is outlined in its [International Development Strategy](#). The Strategy is supported by its International Development Fund.

The International Development Fund has been worth £9 million annually since 2009-10 and rose to £10 million for the 2017-18 budgetary year.

The International Development Fund

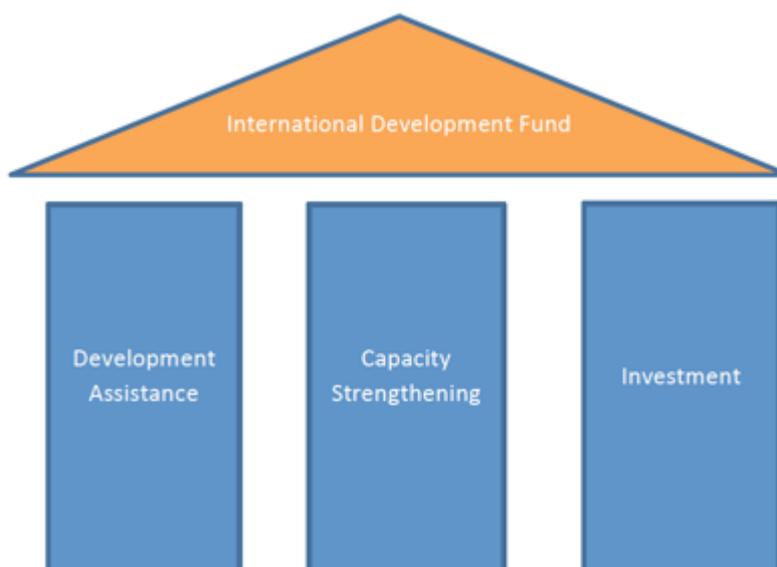
According to the Scottish Government, the International Development Fund:

“Supports development programmes delivered by a range of organisations in Scotland, working with partners overseas, clearly focused on the achievement of the Millennium Development Goals and now the new Global Goals. This currently includes funding for: the Malawi Development Programme; the Sub-Saharan African Development Programme; and the South Asia Development Programme.”¹

The International Development Fund (the Fund) supports the Scottish Government's International Development Strategy and in particular the Strategy's work with the 4 partner countries, Malawi, Zambia and Rwanda and Pakistan. It also supports the Small Grants Programme.

The International Development Strategy outlines three funding streams for the Fund which are shown in the image below.

¹ From information provided to the Financial Scrutiny Unit by the Scottish Government.



The Scottish Government set out the reasoning for the development assistance strand in the International Development Strategy:

“We believe development assistance continues to play a key role in promoting the welfare and economic development of our partner countries. We will continue to fund development initiatives in our partner countries, through a range of organisations. Funding will be allocated principally through a competitive challenge fund model.”

According to the Scottish Government’s written evidence:

“Up to 75% (initially) of the budget will support development assistance the majority of which will be through competitive challenge funding models in the countries of Malawi, Zambia and Rwanda.

This funding stream also supports civil society in Scotland and our core funded bodies - Scotland Malawi Partnership (SMP), Scotland Fair Trade Forum and the Scottish International Development Alliance (“the Alliance”). (approx. £780k in 2017/18)”

For the capacity strengthening strand, the International Development Strategy states:

“We believe that development partnerships can also be realised through peer-to-peer knowledge-sharing on key areas of mutual interest, through which both institutions can strengthen their knowledge, harness expertise, skills and capacity and empower their people. We will seek to match and enable support where a need for particular institutional assistance and skills sharing has been identified by a partner country. We will support partnership links between institutions in Scotland and our partner countries and between institutions within our partner countries.”

According to the Scottish Government’s written evidence:

“Up to 20% of the budget (initially) will support Capacity Strengthening in our partner countries. This funding stream is targeted at harnessing Scottish expertise, for example skills sharing through professional volunteering and capacity building through institutional links. This includes work:

- On gender based violence by Police Scotland in Malawi initially (2017/18);
- Training of up to 50 Syrian women per year (in Scotland) in conflict resolution and peacekeeping;
- In Pakistan we will also continue to support education through women and children's scholarships run by British Council Pakistan.

The International Development Strategy includes a description of the Scottish Government's focus on an investment strand:

"We believe that trade and investment is important, as is the role of the private sector, in supporting our partner countries as they move beyond aid in developing sustainable economic growth."

The final 5% of the budget supports Scottish Government work in its partner countries (Malawi, Zambia and Rwanda. According to the Scottish Government's written evidence:

"We believe that trade and investment is important, as is the role of the private sector, in supporting our partner countries as they move beyond aid in developing sustainable economic growth."

The Small Grants Programme

According to the Scottish Government, the Small Grants Programme was:

"Established to help grow the international development sector in Scotland whilst enabling them to help some of the world's most vulnerable communities. Grants of up to £60,000 are made available for projects lasting up to three years, and £10,000 for feasibility studies and capacity building work lasting up to one year.

Eligible projects must contribute to the achievement of the Sustainable Development Goals (and the post-2015 Framework), and the alleviation of poverty and economic growth in one of the Scottish Government's partner countries.

So far, grants have been awarded for activities in relation to the following Scottish Government priority themes: education; health; sustainable economic development; civic governance and society; food security; renewable energy; climate change; and water."²

Other Funds

In addition to the funding programmes under the international development fund, the Scottish Government also operates a Humanitarian Aid Fund and a Climate Justice Fund. The Humanitarian Aid Fund which is worth £1 million in 2017-18 exists to allow Scottish Ministers "to respond to international humanitarian crises in recognition of Scotland's role as a good global citizen" whilst the Climate Justice Fund supports projects in Scotland's three Sub-Saharan African partner countries to support climate justice.

² <http://www.gov.scot/Topics/International/int-dev/smallgrants>

Delivery of the International Development Fund programmes

The [Corra Foundation](#) (previously known as the Lloyds TSB Foundation for Scotland) is responsible for managing the Malawi Development Programme, the Zambia and Rwanda Development Programme, the Small Grants Programme and the Humanitarian Aid Fund. The Corra Foundation also manages the Climate Justice Fund which is funded from another element of the Scottish Government budget.

During its evidence session on international development on 15 June 2017, the Committee heard evidence about the role of Lloyds TSB in managing the funding programmes. The delivery of the Small Grants Programme was praised by witnesses, David Hope-Jones from the Scotland Malawi Partnership told the Committee:

“There are a large number of smaller non-governmental organisations that have really benefited from the Scottish Government’s innovative small grants programme. The role and the tone set by the independent grant manager is critical to the success of that programme, because it needs to be a supported space. Smaller organisations are often not used to the language, process and structure of formal applications, and I commend Lloyds TSB Foundation for Scotland. Although it was not a contractual requirement to do so, it picked up the phone and spent 60 to 90 minutes with every single eligible applicant, chatting things through with the NGOs and asking, “What do you mean by that?” That meant that, where there could otherwise have been insurmountable hurdles, because of technical language and because organisations were not using the jargon of the sector, it became possible to choose the very best projects, not just the best-presented projects.

That role in the small grants programme was critical for Lloyds TSB Foundation for Scotland. It has really been very well run. We have had strong, positive feedback from our members about the role of Lloyds TSB Foundation, and we welcome its involvement throughout the programme. The good point has been made that it is a slightly different constituency from the larger NGOs that are applying for the larger programme, but it may be too early to tell. I have not seen any evidence that the way in which that programme has been managed has been inappropriate. All that I can say is that we have been impressed with Lloyds TSB Foundation. It is a fair and valid point to say that we must ensure that there is an efficient and effective programme and that those grant managers are offering good value for money, but so far we have had only positive things to say about Lloyds TSB Foundation.”³

However, in the delivery of the larger funding programmes, the Committee heard less positive evidence about Lloyds TSB’s involvement in administering the Rwanda and Zambia funding schemes from Jane Salmonson representing the Network of International Development Organisations in Scotland (NIDOS).

“The Rwanda and Zambia main grants scheme is new, so it is being tried for the first time in a new way, and I have received some negative feedback on the handling of that one. I am not entirely sure how the new scheme is developing or being rolled out, or about how much of that is in the hands of Lloyds TSB Foundation and how much the foundation is operating a mechanism that was delivered to it. However, I welcome

³ <http://www.parliament.scot/parliamentarybusiness/report.aspx?r=11017>

the fact that the Scottish Government is trying out a new approach to developments assistance with those larger, longer-term grants.”⁴

In terms of funding, Geraldine Hill from Scottish Catholic International Aid Fund suggested that consistency in both the funding and the delivery mechanisms used to distribute funding was needed:

“In our submission, we make a point about the need for predictable funding and funding models. I think that the trialling of new models has been in response to some of the consultation that happened prior to the strategy. That has meant that some funding opportunities are more predictable now but, for most of the large grant funds announced to date on Zambia, Rwanda and Malawi and also on the climate challenge programme in Malawi, it looks as though there is going to be only one funding opportunity every three or four years, which is pretty limited.

On the whole, we welcome innovation but we would like to see new models of funding developed and discussed with Scottish agencies before they are trialled. We recently had the experience of bidding for the climate challenge programme fund for Malawi. Frankly, we felt that it was a bit confused and rushed, with only five weeks between the invitation to tender and the deadline for submitting bids. It was unclear whether the tender would be for a fund manager, so questions were submitted but the answers to the questions came in only just over two weeks before the bids were due in. That is a very limited time to do all the consultation that you need to do with your partners overseas and your implementing partners, so we felt that it did not work that well.

There is also a question over the increasing use of fund managers to manage the different rounds, for Zambia and Rwanda and also for the climate innovation fund. My question on that is about the expense of using external contractors and whether that is coming directly from the development spend.”⁵

Iain Mclver
SPICe Research
17 November 2017

Note: Committee briefing papers are provided by SPICe for the use of Scottish Parliament committees and clerking staff. They provide focused information or respond to specific questions or areas of interest to committees and are not intended to offer comprehensive coverage of a subject area.

The Scottish Parliament, Edinburgh, EH99 1SP www.parliament.scot

⁴ <http://www.parliament.scot/parliamentarybusiness/report.aspx?r=11017>

⁵ <http://www.parliament.scot/parliamentarybusiness/report.aspx?r=11017>

Culture, Tourism, Europe and External Relations Committee

28th Meeting, 2017 (Session 5) Thursday 23 November

Pre-budget Scrutiny – Written Submissions

Scottish government written evidence- international development grant funding

Scotland's international development strategy

<https://beta.gov.scot/publications/global-citizenship-scotlands-international-development-strategy/>

Our International development strategy is a key part of Scotland's global contribution within the international community. It encompasses our core values, historical and contemporary, of fairness and equality. It is about Scotland acting as a good global citizen.

The Scottish Government believes that we have a distinctive development contribution to make, through focusing Scotland's expertise, being innovative and employing our unique partnership approach, for global good.

The Scottish Government's Vision in the Strategy is to contribute to sustainable development and the fight against poverty, injustice and inequality internationally.

The key theme of global citizenship is reflected throughout the Strategy. To be a good global citizen and an outward looking nation is why we have an international development programme. It explains why we foster and encourage, through support for Scottish civil society, traditional core values in Scotland of fairness, equality and global solidarity.

Partnership and collaboration will continue to be the foundation for the Scottish Government's future development work as we build upon our existing bilateral partnerships with Malawi, Zambia, Rwanda and Pakistan, working across borders to address the shared challenges our world faces, in pursuit of the Global Goals.

The Strategy Sets out our belief that Scotland can play a unique role in finding solutions to common challenges facing our world, through sharing our expertise in areas such as human rights, health, education, social enterprise, renewable energy, climate change, and water management.

The Strategy also commits promoting the Beyond Aid agenda. Our world is a complex web of connections and interdependencies, one in which our choices and actions may have repercussions for people and communities locally, nationally or internationally. We have attempted to convey a message of "ethical leadership", that government and people share a duty to consider the impact of our choices for sustainable development, in Scotland and in developing countries.

Structure of the Strategy

Our Vision is: “Embedding the Global Goals, Scotland will contribute to sustainable development and the fight against poverty, injustice and inequality internationally”.

Flowing from that Vision, Our Priorities are to:

- Encourage new and historic relationships;
- Empower our partner countries;
- Engage the people of Scotland; and
- Enhance our global citizenship.

Funding

Our International Development Strategy sets out our three new funding streams: Development Assistance (aid); Capacity Strengthening; and Investment.

In order to invest our International Development Fund strategically and with good Development practice we have established three separate funding streams to deliver our Vision and Priorities:

Development Assistance

Up to 75% (initially) of the budget will support development assistance the majority of which will be through competitive challenge funding models in the countries of Malawi, Zambia and Rwanda.

This funding stream also supports civil society in Scotland and our core funded bodies - Scotland Malawi Partnership (SMP), Scotland Fair Trade Forum and the Scottish International Development Alliance (“the Alliance”). (approx. £780k in 2017/18)

Capacity Strengthening

Up to 20% of the budget (initially) will support Capacity Strengthening in our partner countries. This funding stream is targeted at harnessing Scottish expertise, for example skills sharing through professional volunteering and capacity building through institutional links. This includes work:

- on gender based violence by Police Scotland in Malawi initially (2017/18);
- Training of up to 50 Syrian women per year (in Scotland) in conflict resolution and peacekeeping;
- In Pakistan we will also continue to support education through women and children’s scholarships run by British Council Pakistan.

Investment

Up to 5% of the budget (initially) will support investment in our partner countries. We believe that trade and investment is important, as is the role of the private sector, in supporting our partner countries as they move beyond aid in developing sustainable economic growth.

We will support trade and investment to promote economic development of Malawi, Zambia and Rwanda in line with wider government policies in those countries. We will also seek to help Scottish social enterprises expand

internationally and help those partner countries realise the benefits of the social enterprise model.

Monitoring & Evaluation Summary

- The Scottish Government is committed to fair and transparent processes for all funding activity. We are also committed to rigorous monitoring and evaluation procedures for all Scottish Government funded activity, including our International Development Work.
- All applications for funding under our three international development programmes (Malawi, Zambia and Rwanda) are assessed by external experts - this provides a high level of scrutiny, both of financial budgets as well as project design. Grant applicants must include audited or independently verified accounts and must also provide a risk assessment and risk management plan for their proposed project;
- Following a conditional offer of grant, which is payable in two instalments per year, the Scottish Government's International Development team monitors projects regularly, requiring formal six monthly reports on progress, both narrative and financial, in addition to routine contact. Staff scrutinise these against agreed objectives and budget.

Operation of Funding Rounds

Applications for our Development Assistance funds are carried out on a competitive basis.

The Scottish Government's work with our partner countries is based upon the priorities set by their individual governments. In the case of Malawi our relationship is governed by the Cooperation Agreement signed by the Scottish and Malawian government's on 03 November 2005.

The Scottish Government is committed to transparency in the whole application process. Therefore all applications are independently assessed, and discussed with the Scottish Government, before a recommendation goes up to Ministers on which projects to fund.

Application Process

After consultation on our new International Development Strategy we have instituted a two stage application process consisting of a:

- Concept Note Stage - organisations submit a concept note summarising why the project is needed and what it seeks to achieve.
- Application Stage - Successful organisations will be invited to complete a full application form which will require more detail of the project plans.

The two stage process is designed to be less onerous on organisations at the concept note stage (first stage) and only requires in-depth detail at the second stage when the chance of success is significantly greater.

Pre-application processes

At the design stage for each funding round, the Scottish Government works with its expert independent assessors and consults with international development civil society networking organisations, the Alliance and Scotland Malawi Partnership (SMP).

For all our Development Programme funding rounds, the Scottish Government consults with our partner countries Governments to ascertain their current priorities. For the Malawi Development Programme, we consult the Government on its current priorities within each of the four agreed themes under the 2005 Cooperation Agreement. Those Government of Malawi priorities are then incorporated into the funding round documentation. In 2014, for example, the Government of Malawi was particularly interested in having projects for the 2015 to 2018 funding round which focused on agricultural development & value addition, tourism, renewable energy, environment and natural resources management and finance and investment promotion.

Each funding round is also designed to build upon and incorporate lessons learned from previous rounds, including from the funding round process itself, from the way in which projects developed and from external developments in good practice. These lessons are incorporated in funding round criteria, guidance and grant conditions. In this way, logframes were introduced in recent years, and reporting templates have been updated and improved.

The Scottish Government provides comprehensive guidance to applicants, which incorporates: essential eligibility criteria, assessment criteria, budgetary information, supplementary evidence required, grant conditions and FAQs.

Once the funding round has opened, the International Development Team run information seminars for potential applicants, in conjunction with their independent assessors, the Alliance and SMP. The purpose of these seminars is to highlight any new issues or processes for the funding round, to reinforce the importance of good reporting/monitoring and evaluation, and enable potential applicants to ask any questions. These sessions are followed up with timetabled opportunities for potential applicants to submit questions about the funding round, which are then answered and disseminated to all as FAQs.

Grant applications assessment

Using the funding round for Malawi 2015 to 2018 projects as an example, as part of the assessment process, all applications had to be submitted on time, and to consist of:

- a word application form
- logical framework (logframe)
- budget in excel format

Accompanying the application, supplementary evidence was required in the form of:

- a letter of support from all intended partner organisations to confirm their support and involvement in the intended project
- a copy of the applicant's most recently audited accounts / independently-signed statement of income and expenditure: to provide evidence that the organisation has a financial track record relevant to the size of budget requested in the application

Any applications not submitted on time or which did not include all evidence required were deemed ineligible at this stage by the Scottish Government's independent assessors.

The Essential Eligibility Criteria were then applied by Scottish Government assessors, including that:

- applicant organisations must constitute a "legal person"
- applicant must have a presence in Scotland
- ensuring that Scottish Government grant funding would only be available to non-governmental and civil society organisations in Malawi, since the Scottish Government gives no funding direct to any Government

Only applications deemed eligible were passed for review of their content by Scottish Government independent assessors.

At the next assessment stage, the Assessment Criteria applied incorporated a number of core areas as well as broader practices, including:

- project need
- project design
- financial viability
- quality and capability of partnerships
- evidence of applicant's commitment/capacity to conduct thorough and rigorous monitoring and evaluation and effective project and programme management
- an exit strategy to ensure sustainability of projects.

Applications had to attain a minimum standard across all criteria in order to be considered, and projects that attained high standards across core criteria were recommended for funding.

Following this assessment by the Scottish Government's independent assessors against the above framework, the International Development Team was provided with an independent written assessment of each eligible application, in order to allow it to make recommendations to Ministers for funding decisions.

A further step was also carried out for the Malawi Funding Round, in light of the 2005 Cooperation Agreement between the two Governments, to seek the views of the Government of Malawi on those projects recommended for funding.

Scottish Ministers then took decisions about projects recommended to them, as to which projects should be funded.

Conditional grant award letters

If an application is successful, the lead organisation will receive a letter of intention to fund the whole project, and confirmation of each year's funding, subject to the completion by them of satisfactory mid-year and end of year reports.

Funding for each year is subject to the annual enactment of the Budget (Scotland) Bill by the Scottish Parliament. It also depends on continued adherence by the lead organisation to the Scottish Government's grant terms and conditions and any decisions taken as part of Ministerial Spending Reviews which may arise in later years.

Grant letters are then issued – these are conditional grants, based on a set of Terms and Conditions, which must be adhered to. The project itself is detailed in the conditional grant offer letter, and the logframes and budget which were contained in the application are incorporated in the offer, to ensure that the grant must be used for these purposes.

Standard grant conditions include that:

- grantees shall return funds not used for the approved purposes to the Scottish Government
- grantees must provide six-monthly reports according to guidelines issued by the Scottish Government; and payments will be released only once these are approved.
- the Scottish Government will only pay for what grantees actually spend in a given financial year – the Scottish Government may ask grantees to return any funds not spent by 31 March
- unspent funding in any one year may not automatically be carried over to the subsequent year unless prior permission has been obtained from the Scottish Government and revised budgets have been approved
- the grant is not to be used for party political advocacy or activity.

In addition, in recent years grant conditions have been further tightened, to now include:

- new specific conditions on random source expenditure checks
- new January reporting point requirement, in addition to the two six monthly reporting requirements, specifically on the project's current/forecasted position on budgets, to enable the Scottish Government grant manager to make early decisions about any budgetary changes that have arisen, and to agree those changes or claw back in any resulting underspend.

Concept note Stage

At concept note stage, applicants will need to demonstrate the following:

- Evidence of need for the project.
- What the project will achieve and specific outcomes that will be reached as a result of the project.
- How the project aligns with the Scottish Government's International Development Strategy (including the importance of collaborative working, complementarity with other Scottish Government work and/or other proposals under the funding round, to ensure maximum impact in relation to budget) and the Global Goals.
- How the project aligns with the national strategies and priorities set for the funding round by the Government of the partner country concerned (Malawi, Zambia or Rwanda).
- How the project is taking a rights-based approach to development.
- Realistic budget for delivering the project.

The Scottish Government **particularly welcomes concept notes - and relevant weighting will be given in assessing these notes** – for projects which demonstrate the following:

- Evidence of complementarity (which may include having linked up – or being amenable to being linked up) with any or all of the following: (a) other applicants Development Programme concerned; (b) Scottish Government funded work under the capacity strengthening or investment funding streams of the International Development Fund; and/or (c) Scottish Government funded work under the Climate Justice Fund. This is to enable clusters of relevant Scottish Government funded work to work together to provide greatest impact relative to budget, in line with Scottish Government's International Development Strategy;
- Where a project is a stand-alone renewable energy project, it should build upon previously funded Scottish Government's renewable energy work; and where a project has a renewable energy component that this aspect is delivered by a lead organisation or partner with a proven track record in delivering renewable energy for development; and

- Projects, which are delivered over the full 4.5 years with the maximum £300k budget* to reflect feedback from the Scottish Government's Consultation for longer term funded partnership and projects.

*Note, however, that where a project proposal is for less than the maximum budget, the Scottish Government will not weight against this provided that it has evidenced collaboration and complementarity with another proposal.

At the **assessment of concept notes stage, the Scottish Government inputs to the assessors its views on:**

- past performance of the organisation (where relevant) in terms of project management of Scottish Government funded projects; and on the project itself where a further phase is applied; and
- in all cases, the fit of each concept note with the overall programme, with a view to funding an overall coherent programme for maximum impact in line with the Strategy.

Application stage

If applicants progress to full application stage, they will need to demonstrate the following:

- Clear project/work plan with Specific, Measureable, Achievable, Realistic and Timely ("SMART") objectives and outcomes that will deliver to meet identified need, and how these will be achieved.
- Clear and realistic budget which directly relates to the costs of delivering the project plan.
- Clear plans for monitoring and evaluation of achievement against planned outcomes.
- How the project aligns with the Scottish Government's International Development Strategy and the Global Goals.
- How the project is taking a rights-based approach to development.
- Agreed partnership(s) with NGO(s) or community based organisations in the country and clear roles stated for partner(s) and applicant organisations.
- Evidence of demand for project, involvement of partners and range of users in establishing priorities – explanation of how excluded groups have been involved in establishing project aims and plans.
- Evidence of fit with local priorities (e.g. mapping of other local activities by NGOs, local authority priorities and showing a gap).
- Proposals for how the project will work with other local agencies (e.g. in-country NGOs, local authorities, local businesses etc.) and will build on existing skills and experience in delivering the project and ensuring sustainability in the longer term.
- Clear plans for how learning will be disseminated.
- Assessment of risks and potential problems and how these would be mitigated against.

- Assessment of what impact the implementation of the project might have on climate change (positive and negative) and how these would be mitigated against.
- Capacity to deliver the project.
- Rationale for administration costs, and evidence that these are being kept to a small proportion of the overall costs (office costs in Scotland which should clearly relate to the management of the project, should not exceed 10% of the overall project budget. This 10% includes Scottish Staff salaries). Please note that the Scottish Government will not fund overheads in Scotland.
- Breakdown of, and rationale for, any capital costs (maximum that may be spent on capital costs is 20% of the overall project budget, other than for standalone renewable energy projects where the maximum is set at 50%): some capital elements will be considered if they are an essential and proportionate part of a wider programme and the Scottish Government recognises that in delivering effective training there will be occasions where vital equipment is required to enable the training to take place - however, evidence will be required that equipment cannot be sourced locally or in the region.
- The organisations capacity to manage the project and level of funding applied for will form part of the assessment. This will include level of application turnover vs annual project value, previous grant management experience and information within audited accounts.

All necessary forms and guidance for funding rounds are put on the International Development section of the Scottish Government website, and also that of our independent assessor (currently the Corra Foundation) when a funding round is open.

Monitoring and Evaluating International Funding

All our international development work undergoes rigorous monitoring and evaluation procedures. The same monitoring and evaluation processes are applied to projects funded under the International Development Fund and the Climate Justice Fund.

All applications for funding are assessed by external experts, and grant applicants must include audited or independently verified accounts, as well as a risk assessment and risk management plan for their proposed project.

Following a conditional grant offer, which is payable in two instalments per year, we require formal, six-monthly progress reports in addition to regular routine monitoring. We scrutinise these project reports against the five Criteria for Evaluating Development Assistance established by the Organisation for Economic Co-operation and Development's Development Assistance Committee (OECD DAC), and we work closely with grant holders

to ensure that progress is satisfactory against agreed objectives and budget. Only once a report is satisfactory will we release the next tranche of project funds.

The reports is made up of three documents: a narrative report; the projects Logical Framework (LogFrame); a financial report and Case studies.

The LogFrame is a project management tool that also forms part of our six monthly reporting documentation. The LogFrame, which is used to monitor progress during the duration of the project, consists of a number of parts:

- Impact - the higher level situation that the project will contribute towards achieving.
- Outcome - what will change and who will benefit of the project.
- Outputs – the measurable results of the projects activities.
- Activities – the activities that the project will deliver in order to meet the projects objective.
- Assumptions/Risks – details of the conditions beyond the projects control that are necessary of the project to achieve its objective.

The Corra Foundation written evidence - International Small Grants

Overview of fund

The Small Grants Programme sits within the first funding stream (development assistance) of the Scottish Government's International Development Fund. The programme is designed for Scottish organisations with an annual turnover of £200,000 or less, with the aim of building capacity and upscaling small international development organisations so they have the ability to bid for funding through the Scottish Government's Main International Development Fund as well as those of other funders. The Programme is specifically intended to accommodate smaller requests for funding to contribute to current International Development Strategy and outcomes as well as overarching Scottish Government outcomes. Although there are maximum grant levels in place, there tends to be a range of projects in terms of size and length.

There are three types of grant available; Project Grants (up to £60,000 over three years), Feasibility and Capacity building grants (up to £10,000 over one year). The Small Grants Programme supports organisations working in the Scottish Government's three priority countries; Malawi, Zambia and Rwanda. In addition to these priority countries, organisations working in countries which score a 'medium' or 'low' ranking on the Human Development Index are also eligible to apply within capacity and feasibility streams.

Thematic areas which organisations can apply for within the fund include: education; health; sustainable economic development; civic governance and society; food security; renewable energy; climate change; and water. Organisations applying within these thematic areas may apply for costs to cover all elements necessary for the delivery of the project including in-country staff costs; direct project delivery costs; monitoring, evaluation and learning costs; in-country administration and overheads associated with the project and essential international travel. Costs such as capital, Scottish based staff and administration can be applied for, however within strict limits.

Process of applying and assessment

Once the funding round has opened, organisations can access all relevant information through the Corra Foundation website. This includes a comprehensive background and criteria document as well as application forms and budget templates for each stream. Pre-submission advice is offered to all applicants. An information day gives the opportunity to discuss the fund, alongside questions from applicants. Q&A documents are provided online, along with email and over the phone assistance for applicants who have specific questions.

Once the deadline has passed, all applications are taken through a basic criteria check, which includes ensuring projects fit with criteria, a standard due diligence check and a review of audited accounts. Any applicants who fall outwith criteria are notified within seven days of the closing date.

The full assessment template is attached in Appendix A: Assessment Template

The Full application form is attached in Appendix B: Small Grants Application Form

The full assessment process is in three stages: individual review by assessor (includes completion of assessment template and call with applicant to discuss any queries); challenge meeting (where all assessments are reviewed by International Project Coordinator, International Manager, Head of Grants and either Deputy Chief Executive or Chief Executive, scorings scrutinised and justification for final RAG ratings sought); and finally joint meeting with SG ID team, where all ratings are discussed and final decisions are made regarding successful projects.

All applicants are communicated with following this joint review meeting. Projects are all provided with written feedback, and unsuccessful projects are given the opportunity to discuss the feedback further during a phone call.

Reporting mechanisms

All projects report twice in every project year, once at the October Mid-Year point, and again at the April End of Year point. Each project receives a reminder along with the narrative and budget reporting templates a month in advance of the deadline date. Each report is scrutinised against a checklist, which looks primarily at progress the project is making against planned activities, any delays or challenges, expenditure vs budget, and progress against Monitoring, Evaluation and Learning plans including progress against set objectives. The end of year reports also focuses on lessons learned during the period and how learning is being shared. Payments are made annually and are only made on receipt of a complete and satisfactory report.

Summary of recent rounds

Summary of previous rounds below:

| Fund Year | Total number of successful projects | | | Total Value | | |
|-----------|-------------------------------------|-------------|----------|-------------|-------------|----------|
| | Project | Feasibility | Capacity | Project | Feasibility | Capacity |
| 2016 | 8 | 4 | 2 | £407,515 | £39,267 | £17,992 |
| 2017 | 8 | 1 | 1 | £459,169 | £10,000 | £9,988 |

| Fund Year | Total number of successful projects | Country | | | | |
|-----------|-------------------------------------|---------|--------|----------|-------|------------|
| | | Malawi | Zambia | Tanzania | India | Bangladesh |
| 2016 | 14 | 4 | 2 | 6 | 1 | 1 |
| 2017 | 10 | 3 | 2 | 4 | 1 | 0 |

Examples of work that is going well
Please see Appendix C: Case study

INTERNATIONAL SMALL GRANT ASSESSMENT TEMPLATE 2018

| | | |
|-----------------------|---|------|
| APPLICANT: | | REF: |
| TYPE OF GRANT: | <input type="checkbox"/> Project <input type="checkbox"/> Capacity Building <input type="checkbox"/> Feasibility Country(ies) to benefit: Thematic area(s): | |

| | | | |
|----------------------------------|--------------------------|----------------------|--------------------------|
| SUMMARY OF RECOMMENDATION | | | |
| Green – Award | <input type="checkbox"/> | Red – Reject | <input type="checkbox"/> |
| Amber – Conditional Award | <input type="checkbox"/> | | |
| AWARD DETAILS | Year 1 (2015) | Year 2 (2016) | Year 3 (2017) |
| | | | |

| |
|---|
| ASSESSMENT NARRATIVE: (max 500 per heading) Assessor name: About the applicant and partner(s): (1,2) About the project and the need it addresses: (3,4,5) About the quality of MEL: (6) About the budget: (7) About the short/medium/longer term difference the project will make: (3-5, 8) Final remarks and explanation of recommendation: |
|---|

| | Summary of Scores |
|--|-------------------|
| Due diligence (governance and financial viability) (max 5) | : |
| Project Management / partnerships (max 5) | : |
| Needs assessment (max 10) | : |
| Project Design and fit with SG aims (max 15) | : |
| Add value to existing main grant project (max 5) | : |
| Monitoring, Evaluation and Learning (max 10) | : |
| Project Budget & risk (max 5) | : |
| Exit strategy / scaling up (max 5) | : |
| Total (max 60) | : |
| If score is 35 or less, do not proceed to full assessment. | |

ASSESSMENT NOTES:**1. Governance and financial viability of applicant and partner(s)**

- Experience/skills/credibility of the boards
- Relevant policies (inc equalities) /insurances
- Financial health/ funding sources/risks in relation to the size of grant requested

Score: (Max 5)**2. Project management and quality of the partnership**

- Evidence of knowledge, capacity and skills of applicant and in-country partner (inc CVs)
- Relevant track record of successful project delivery
- In-country partner has collaborated on/ influenced design of the project
- Evidence of links with local government and authorities in-country
- Clear and intelligent delineation of roles/responsibilities

Score: (Max 5)**3. Project need, consultation and fit**

- Quality and credibility of needs assessment including involvement of stakeholders
- Demonstrates knowledge of local challenges and assets
- Fit with local priorities and services
- Fit with SG aims

Score: (Max 10)**4. Project design and fit with SG aims for the programme**

- Clear design with identifiable activities and outcomes
- Convincing fit with one or more SG Thematic Areas
- Realistic and achievable within timeframe and budget
- Relative roles of lead and partner(s) are well defined and sensible
- The project is likely to address the needs identified
- Likely to benefit vulnerable/marginalised/disadvantaged groups
- Clear links to SG aims for the programme:
Enhancing contribution to global fight against poverty
Building capacity esp for links with small NGOs
Developing pool of applicants for main programmes
Encouraging diversity
Upscaling
Development of expertise
Facilitating south to south exchange

Score (Max 15)**5. Adds value to/dovetails with an existing Malawi/Zambia/Rwanda development project**

- Support letter from lead Scottish organisation of the existing development project in Malawi, Rwanda or Zambia
- Intelligent collaboration
- Likely to lead to further collaboration

Score (Max 5)**6. Monitoring, evaluation and learning**

- Clear link between outcomes and activities
- Outcomes clearly relate to relevant SG Thematic Area(s)
- Clear plan to disseminate/share learning
- MEL plan is robust across the project with specific roles and responsibilities identified
- Realistic milestones and targets
- Appropriate budget for MEL

Score (Max 10)

7. Project budget and risk

- Full, detailed costings
- Budget reflects the narrative
- Costs realistic and justifiable
- Capital items appropriate
- Costs within maximum limits
- Value for money
- Match funding where appropriate
- Risks identified and mitigated

Score (Max 5)

8. Exit and up-scaling potential

- Applicant/application is able to express what a successful end looks like
- Legacy elements have been identified
- Negative impact on communities minimised
- Learning is genuinely likely to influence future plans
- Future replication or upscaling is likely

ASSESSOR NAME:

DATE:



Application to Scottish Government International Development Small Grants Programme Project Grant 2018 - 2021

| |
|-----------------------------|
| Applicant Organisation Name |
|-----------------------------|

| | |
|-----------------|------------------|
| Office use only | Application ref: |
| | Project ref: |

Declaration

I apply on behalf of the organisation (insert name) _____
_____ for a grant as proposed in this application in respect of expenditure to be incurred over the proposed funding period on the activities described within the application form and supporting documentation.

I certify that, to the best of my knowledge and belief, the statements made by me in this application are true and the information provided is correct.

This form should be signed by an individual authorised by the applicant organisation to submit applications and sign contracts on their behalf.

Signature

Print Name

| |
|--|
| |
|--|

| |
|--|
| |
|--|

Position

Date

| |
|--|
| |
|--|

| |
|--|
| |
|--|

Main Contact person during application assessment process:

Name:

Email:

Phone:

Where did you first hear about the Small Grants Programme?

| |
|--|
| |
|--|

CHECKLIST

Your Application consisting of:

- Part 1 - the Application Form (this document plus the Excel budget spreadsheet)

Additional documents

Essential – Your application will be ineligible without these

- The applicant organisation's most recent accounts, either audited or independently examined **Please note:** a project cannot be funded if no audited/independently verified accounts are available.
- A letter of support and confirmation of partnership with organisations in the relevant country, which also includes their perspective on the research, consultation and project planning process.
- If your project will work with/dovetail with/wrap around an existing larger project funded through the Zambia, Rwanda or Malawi Development Programmes, a letter of support from the grant holder of the larger grant to confirm the relevance and added value of your proposal.

Relevant - The following documents should be sent if they exist

- A copy of any MOU or contract with the partner organisation(s)
- A copy of your Equal Opportunities/Diversity policy - a hyperlink is acceptable.
- Further details of budget

Optional – These documents should be sent if they are of help to you in setting out your case

- Project planning models (such as Weavers Triangle) *The use of this tool is strongly recommended.***
- Scottish-based Project Manager's CV**
- In-country Project Manager's CV**
- Evaluation framework/outcomes grid**

Completed applications should be submitted by email to applications@corra.scot to be **received no later than 12.00 noon on Monday 13th November 2017.** An automated email acknowledgement will be issued by the Corra Foundation and if you do not receive this, you must contact the Corra Foundation on 0131 444 4020 prior to the closing date to confirm receipt.

Emails should show the applicant organisation's name as the subject of your email.

This deadline is absolute and all documentation required must be received on time.

Project Summary

Please provide a summary of the project, describing how it came about, what it aims to achieve, what will be done to achieve this aim, and who will do this. Max 500 words.

Section A:**APPLICANT INFORMATION**

| | |
|---|---|
| 1. Name and details of applicant organisation: | |
| Name of Organisation: | |
| Address of Organisation: | |
| Postcode: | |
| Telephone: | |
| Main Email: | |
| Website: | |
| 2. Is your organisation a Registered charity? | Yes <input type="checkbox"/> Charity No: SC0 _____ No <input type="checkbox"/> |
| 3. What is the status of your organisation? | <input type="checkbox"/> Company limited by guarantee <input type="checkbox"/> SCIO <input type="checkbox"/> Other (specify): <input type="checkbox"/> In process of becoming incorporated |
| 4. When was your organisation formally constituted? | _____ month _____ year |
| 5. Which organisations are you a member of/ affiliated to? | <input type="checkbox"/> Scotland's International Development Alliance (formerly NIDOS) <input type="checkbox"/> SMP (Scotland Malawi Partnership) <input type="checkbox"/> Other <i>Please state</i> |
| 6. Is your organisation Diaspora led or do you have any diaspora Board members? | Yes <input type="checkbox"/> No <input type="checkbox"/> Comments: |
| 7. Please provide details of the number of people based in your organisation in Scotland. | Full time Part time Volunteers/interns |
| 8. What are the general activities of your organisation? Max 150 words | |

9. Describe how the organisation is governed/managed; include the make-up of your Board, their skills and experience, how often they meet, and how decisions are made. Max 200 words.

10. Financial Information

Please summarise the last two year's audited/examined accounts below :

For the financial year to:

| | |
|--|--|
| | |
|--|--|

Income & Expenditure Account

Total income

| | |
|---|---|
| £ | £ |
|---|---|

Total expenditure

| | |
|---|---|
| £ | £ |
|---|---|

Balance Sheet

Unrestricted/general reserves

| | |
|---|---|
| £ | £ |
|---|---|

Cash in bank / on hand

| | |
|---|---|
| £ | £ |
|---|---|

11. Is there anything you would like to explain about these figures?

Max: 150 words.

12. How are equal opportunities/diversity promoted within your organisation? If you have one, please provide a copy (or web link) of your Equal Opportunities/Diversity Policy.

13. Scottish Project Manager details: this is the person who would be responsible for overseeing the project grant management and reporting if the grant was secured.

Name:

Organisation:

(if different from Q1):

Position in organisation:

Address

(if different from Q1):

Telephone:

E-mail:

Section B:

PARTNER ORGANISATION(S) INFORMATION

1. Name and details of partner organisation: (please copy and paste this section again or add as separate sheets if you have more than one partner organisation, with the lead partner appearing first)

Name of Organisation:

Address of Organisation:

ZIP/Postcode:

Country

Telephone:

Email:

Website:

| | |
|---|---|
| 2. Type of organisation (e.g. NGO, community organisation etc) | |
| 3. Is the organisation formally registered in country of operation? | Yes <input type="checkbox"/> No <input type="checkbox"/> Registration No: _____ |
| 4. Describe how the organisation is governed/managed; Include the make-up of the management committee/board, their skills and experience, how often they meet, and how decisions are made. Max 200 words. | |
| 5. Please give some background on the organisation including its size, how many staff/ volunteers, how long it has existed and brief details of projects run. Max 300 words. | |
| 6. Please describe your partnership with this organisation, including details on: how long the partnership has existed, how it first started, and how it has developed. Give a brief description of the joint work you have done together. Max 300 words. | |
| 7. Will this organisation deliver the project on a not for profit basis? Yes/No Comments: | |
| 8. Do you have a Memorandum of Understanding (MOU) or contract with this partner? | Yes - signed <input type="checkbox"/> Yes - draft <input type="checkbox"/> No <input type="checkbox"/> If 'Yes' please submit it with your application |
| 9. How are equal opportunities/diversity promoted within this organisation? Maximum word limit: 150 words. | |
| 10. Partner's Project Manager details: this is the person who will be responsible for overseeing the project management and reporting in-country. If you have more than one partner organisation, complete the lead partner's details only. | |
| Manager's Name: | |
| Name of Organisation: (if different from above): | |
| Position in organisation: | |
| Address (if different from above): | |
| Telephone: | |
| E-mail: | |

11. If your project will work with/dovetail with/wrap around an existing larger project funded through the Zambia, Rwanda or Malawi Development Programmes, please provide information about the existing project

Name of Scottish Organisation:

Name of project:

Scottish project leader name:

Section C: PROJECT INFORMATION

1. Project Title to be used in all future correspondence.

2. Please tick which main country your project will be in

- Malawi
- Rwanda
- Zambia

3. If the project will work in additional countries which are these?

- Malawi
- Rwanda
- Zambia

4. If the project will work in additional countries/area, please explain the rationale for this. Max 200 words.

5. Please tick which thematic area(s) your project aims to address.

- Health
- Education
- Civic Governance
- Sustainable Economic Development
- Food security
- Water
- Renewable Energy
- Climate Change

6. Describe the problem you are trying to solve or situation you are trying to address including which communities your project is going to work with. Tell us if you will be targeting any specific excluded groups (for example those with disabilities, the homeless, or those affected by conflict/violence).
Max 500 words.

7. Explain how many people your project is planning to work with each year.

8. Describe in one sentence the overall aim of this project.
NB: for successful applications this may be used for publicity purposes.

9. Project period (maximum 36 months). Projects must be complete by 31 March 2021.

Will the project start in April 2018? Yes No

If no, what is the planned start date:

Planned end date: (must not be after 31 March 2021):

Therefore total length: _____ financial years _____ months

10. Purpose of this application

- New work
- Expansion or development of existing work
- Support/add value to an existing larger project delivered by another grant holder.

Section C1:

Why is this project needed and how it has been developed

1. What needs analysis have your partner(s) and your organisation done to decide what the priorities and activities should be for this project? Tell us about consultation with community groups, civil society organisations, and meetings with local government agencies. How were disadvantaged /excluded people able to put forward their needs? Tell us about other research/ statistical data. Max: 600 words.

2. Tell us how the project fits into the development priorities of local government agencies. Max 250 words.

3. Who else is working in this area, and what are they doing? How will your project work with them to ensure they are complimentary and to avoid duplication? Max 400 words.

4. Please confirm that a letter of support written by your lead partner organisation is included which describes your partner organisation's perspective on the research, consultation and project planning process.

Yes

If your project will support/dovetail with or add value to an existing larger project delivered by another grant holder, please confirm that you have included a letter of support from the existing grant holder

Yes

Please note: the application will not be eligible without this.

5. How does this project fit with Scottish Government's International Development Strategy and the achievement of Sustainable Development Goals?

Max: 250 words.

Section C2: Project Purpose and Description

1. What changes and improvements in people's lives (outcomes) will the project achieve during its lifetime? Up to 3 outcomes is sufficient. Max 300 words.

Outcome 1:

Outcome 2:

Outcome 3:

| |
|--|
| |
|--|

2 WORKPLAN
 What activities will your project carry out each year to achieve the Outcomes given in C2:1? Which organisation will do these? What numbers of people will be involved in the activity?

| Outcome 1: | Who will action | Target numbers | |
|----------------------|-----------------|----------------|--|
| Activities in Year 1 | | | |
| Activities in Year 2 | | | |
| Activities in Year 3 | | | |
| Outcome 2: | Who will action | Target numbers | |
| Activities in Year 1 | | | |
| Activities in Year 2 | | | |
| Activities in Year 3 | | | |
| Outcome 3: | Who will action | Target numbers | |

| | | |
|----------------------|--|--|
| Activities in Year 1 | | |
| Activities in Year 2 | | |
| Activities in Year 3 | | |

3. Taking the outcomes and activities framework in the workplan at C2:2 above, describe the project in more detail, to include what will be done, with whom, how many, when, where, what resources will be needed, role of staff posts and partners in delivering and managing the project. Max 1500 words.

4. What are the strengths, resources and existing activities in the community that the project will build on? Max 400 words.

5. How will you make sure that the most disadvantaged people in the community/target group will be involved in and benefit from this project? Max 300 words.

6. How can you demonstrate your and your partner’s capacity to deliver this project? What past experience do you have? What are the skills and experience of the project managers? How will the responsibilities for management and co-ordination be split, and how often will contact be? Max 500 words.

7. How will you build long term sustainability into the plans for this project, to make sure that the benefits from this project will last in the long term and be sustainable when this funding comes to an end – what is your exit strategy? Max 400 words.

8. Tell us about any plans to scale up or replicate the project in the future. Max 300 words.

9. What might go wrong during the project? (i.e. what are the risks?) What will you do to try and minimise these or deal with them if they occur?

| Risks | Likelihood of happening (Low, Medium or High) | How will you minimise the risk? | Recovery plan if problem occurs |
|-------|--|------------------------------------|------------------------------------|
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |

10. How will this project build the capacity of the applicant and partner organisations? Max 500 words

11. What is the role of the Scottish organisation in this project? What is the added value that the Scottish organisation brings beyond the funding? Max 200 words

Section D: MONITORING, EVALUATION AND LEARNING (MEL)

1. This section should detail your monitoring and evaluation plans in relation to the outcomes and activities described earlier..

What monitoring information will you gather about the activities? Please describe how you will know whether your outcomes are achieved? What evaluation activities will you carry out? What tools and indicators will be used? Max 800 words.

2. How will you use and disseminate the learning from this project to shape future work? Max 400 words.

3. Please use the table below to give an overview of the monitoring, evaluation and learning plans?

| Role | What will be done, when and who will do it? | Which organisation |
|---|---|--------------------|
| Monitoring of project progress | | |
| Evaluation of the project | | |
| Learning from this project to improve future projects | | |

Section E:**PROJECT BUDGET**

Applicants are required to complete the Excel budget spreadsheet with details of the project budget. The section below is for the additional information that is required to support your budget as presented.

1. Total funds requested from Scottish Government:

| | |
|--------------------|----------|
| Year 1 | £ |
| Year 2 | £ |
| Year 3 | £ |
| GRAND TOTAL | £ |

2. Please provide justification for any capital expenditure over £250 in your budget. An explanation of what constitutes capital expenditure has been provided in the guidance notes.

| |
|--|
| |
|--|

3. Please detail in the table below the international airfares in your budget; detail who the airfares are for, the dates, duration and reasons for travel. This applies to visits both to and from country. Please insert more rows if necessary.

| Airfare (as detailed in budget) | Person travelling | To/From | Dates | Planned duration of visit | Purpose of visit |
|---------------------------------|-------------------|---------|-------|---------------------------|------------------|
| | | | | | |
| | | | | | |

4. Please tell us about any matched funding sources for this project.

| Matched Funding Source and Status | | Matched Funding Amount | | | |
|-----------------------------------|---|------------------------|---------|---------|-------|
| Funding source | Are these funds secured? | 2018/19 | 2019/20 | 2020/21 | Total |
| | Yes <input type="checkbox"/> No <input type="checkbox"/> | £ | £ | £ | £ |
| | Yes <input type="checkbox"/> No <input type="checkbox"/> | £ | £ | £ | £ |
| TOTAL MATCHED FUNDING | | £ | £ | £ | £ |

5a. Will there be any other non-financial support for this project, i.e. in-kind contributions?

Yes

No

5b. If yes, please give details of what these might be.

Completed applications should be submitted by email to: applications@corra.scot to be received no later than **12.00 noon on Monday 13th November August 2017.**

The Corra Foundation

Riverside House, 502 Gorgie Road, Edinburgh, EH11 3AF
e: hello@corra.scot t: 0131 444 4020 www.corra.scot

The Corra Foundation is a charity registered in Scotland (No SC009481) and is also a company limited by guarantee (No SC096068). Fortify Social Enterprise CIC is a community interest company registered in Scotland and is also a company limited by guarantee (No SC507457). The Corra Foundation was previously called Lloyds TSB Foundation for Scotland.

August 2017

Appendix C: Case Studies

LUV+ Tanzania and Zambia

The Scottish Government Small Grants programme currently supports LUV+ with a project grant of £47,850, working with communities in Zambia and Tanzania affected by Leprosy.

LUV+ (Leprosy at Utale Village PLUS) was founded in 2009 following a visit by the founder to Malawi in 2008. During this visit, he met Fr Francis Kachere and the leprosy patients he cares for. The main goal of LUV+ is to create income-generating projects for communities affected by leprosy in sub-Saharan Africa. The organisation aims to support those affected by Leprosy to become economically self-sufficient, less socially isolated and more psychologically self-confident.

Leprosy is one the main Neglected Tropical Diseases which is specifically mentioned as needing support in Goal 3 of the United Nations Sustainable Development Goals. Thankfully, early interventions and the availability of modern medicines mean that leprosy now rarely leads to severe disabilities. However, there is a whole generation for whom these developments came too late, meaning they still require support.

LUV+ believes that those living with the crippling effects of this disease deserve economic assistance to create projects which can improve their daily lives. In turn, these projects aim to decrease the stigmatisation they still experience regularly as they become increasingly economically empowered.

LUV+ delivers income generating projects to support these communities, which include:

- Chicken farming for meat
- Hen-rearing for egg production
- Building and stocking a small shop
- Installing and running a maize mill

LUV+ also offers agricultural support to each community. This includes seeds of vegetables other than maize to encourage diet diversification, fertilisers, special tools for disabled people, as well as equipment such as treadle pumps for irrigation.

The project has already improved the livelihoods of those it works with. Through the reports received by the Corra Foundation, the project is reporting successes, with community members becoming more economically self-sufficient through the sale of chickens and crops. In addition to increased economic activities, the reports highlight improved morale and confidence in community members as they begin to work together and become part of a community.



First Aid Africa - Malawi, Zambia and Tanzania

The Scottish Government Small Grants programme is designed to support smaller organisations in Scotland to contribute to the current Scottish Government International Development Strategy as well as the overarching Scottish Government outcomes. Smaller organisations in Scotland often have fantastic reach through community level partnerships and links and can often achieve great impact with small amounts of funding. In addition to contributing directly to the Scottish Government's International Development strategy, the Small Grants programme also aims to build capacity and upscale small international development organisations so they have the ability to bid for larger funding from the Scottish Government's Main International Development Fund as well as those of other funders.

First Aid Africa began as an Edinburgh-based student-led group, with the aim of supporting the development of first aid knowledge and skills in Sub-Saharan Africa. Here, a lack of provision in emergency care causes thousands of untimely deaths each year. First Aid Africa provide training for community-based first responders, which is provided free of charge for at risk groups. The organisation currently delivers training to between 5,000 – 8,000 people across Tanzania, Kenya, Uganda, Malawi, and Zambia each year, as well as providing valuable learning resources, training materials and mentoring to ensure the sustainable transfer of skills.

First Aid Africa received a Project Grant through the Scottish Government Small Grants programme in 2015, focused on building the work of the organisation in Tanzania. This was the first large grant the organisation had received, and the first institutional grant. This was followed by a capacity building grant, which was used to build the financial management capability of the organisation as well as supporting the development of income generating training and activities in Tanzania, to support the sustainability of the project. Both grants were delivered with success, with significant guidance and support offered to the organisation through the grant management process.

The extent of the development of the organisation was evident when in 2017, First Aid Africa applied for a main grant through the Zambia and Rwanda development funding round. The project was designed to develop the work of their teams in Zambia, build the capacity of a central district hospital through training, as well as the introduction of solar to support a reliable energy supply. Training to local first responders will link the community with the hospital to promote effective, joined up responses to emergency care.

First Aid Africa's successful application to the Scottish Government Main Grants demonstrates the impact the Small Grants Programme has had on smaller organisations as they develop their impactful work, scaling up their efforts over time. The application process is designed to support and enable applicants to complete a quality applications, with time built-in for phone conversations, feedback on budgets and monitoring documents, and support with developing outcomes and indicators for the project. This process benefits all organisations through the process, however smaller developing organisations such as First Aid Africa really demonstrate the impact the support can have in helping them take their work to the next level.

HISTORIC ENVIRONMENT SCOTLAND: PRE SCRUTINY OF THE DRAFT BUDGET 2018/19

This paper was written for the Culture, Tourism, Europe and External Relations Committee for its pre-draft budget scrutiny session with Historic Environment Scotland on 23 November 2017.

It highlights some of the responsibilities and activities of the organisation and its relationship with the Scottish Government.

HISTORIC ENVIRONMENT SCOTLAND

[Historic Environment Scotland \(HES\)](#) is an Executive NDPB (non-departmental public body). Based in Edinburgh, it was set up, on 1 October 2015, under the provisions of the [Historic Environment Scotland Act 2014](#), as the lead public body to investigate, care for and promote Scotland's historic environment. It was created to bring together the roles and functions of Historic Scotland and the Royal Commission on Ancient and Historic Monuments in Scotland (RCAHMS).

As a NDPB with charitable status, HES is led by a [Board](#) whose members are collectively responsible for the governance of the organisation. Board members are appointed by Scottish Ministers following an open process.

The [current Board](#) has six male and four female members who serve for between three and four years. HES is committed to the Partnership for Change and is working to achieve a 50/50 gender balanced Board by 2020.

In November 2017, HES received accreditation as a Living Wage Employer, as recognised by the Poverty Alliance, the Living Wage Foundation and the Scottish Government. The Living Wage will be extended to all 1,392 employees of HES by May 2018.

In December 2016, HES published its first annual report: [Annual report and financial statements 2015-16](#).

CORPORATE PLAN

In May 2016, Historic Environment Scotland launched its first Corporate Plan for 2016-19, [For all our futures](#). The plan is closely aligned with the strategic priorities of Our Place in Time, Scotland's Historic Environment Strategy (see below).

The plan sets out HES's vision that:

Scotland's historic environment is cherished, understood, shared and enjoyed with pride, by everyone

together with its mission, to:

- enhance knowledge and understanding of Scotland's historic environment.
- protect, conserve and manage the historic environment for the enjoyment, enrichment and benefit of everyone – now, and in the future.
- share and celebrate our cultural heritage with the world.

CORE FUNCTIONS

PROPERTIES

HES manages, on behalf of the Scottish Government, more than 300 properties across Scotland under the Historic Scotland brand. HES is the largest operator of paid visitor attractions in Scotland, with 77 paid attractions, which, together with related retail income, provide most of HES's own generated income, they include:

- [Stirling Castle](#)
- [Caerlaverock Castle](#) (Dumfries)
- [Jarlshof Prehistoric and Norse Settlement](#) (Shetland)
- [Dallas Dhu Historic Distillery](#) (Forres, Morayshire).

In October 2017, HES [announced](#) record-breaking visitor figures for the 2017 summer season.

The period from April to September 2017 saw the historic sites in the care of HES record an overall 20% increase in footfall on the same period last year, making it the busiest season on record.

August 2017 saw over 870,000 visitors visiting HES sites, making it the busiest individual month ever recorded.

Educational visits

HES has a free [education visits scheme](#) which is open to schools, colleges, universities and other qualifying groups. Visits must have a genuine educational purpose and be booked at least 10 working days in advance. The teacher or group leader generally leads the free visit.

In the [answer to a PQ](#) in June, the Deputy First Minister reported that:

“In the current financial year approximately £140k of HES' core budget is allocated through its Learning Team and Ranger Team budgets to support projects, activities and events with Outdoor Learning elements such as exploring outdoor sites, project elements such as creative art inspired by outdoor settings, events such as guided walks and in-depth experiences such as wildlife surveys or John Muir Award. In

addition, HES administers an educational travel subsidy scheme on behalf of Education Scotland which provides support for free educational visits to its historic properties and those of its partners, including the National Trust for Scotland (NTS). In 2016-17 this scheme provided over £140k of travel grants to enable over 32,000 students to participate in educational visits, of which £36.3k funded the travel costs of school visits to NTS sites.”

Access policy

HES has developed an [Access Policy for Properties in Care and Associated Collections](#), to promote greater diversity, engagement and participation among groups who access its properties.

Skills and training

HES helps develop skills and building capacity in the sector by working in partnership with the construction, repairs and maintenance sectors to deliver the [Traditional Skills Strategy](#). Since 2012, as part of the strategy, Historic Scotland, and thereafter HES, have delivered training for traditional skills apprentices, including 58 apprentices in 2015-16.

COLLECTIONS

HES also manages a number of collections, including:

- [National Collection of Aerial Photography](#) with more than 23 million aerial images featuring historic events and places worldwide, this is one of the world's largest collections of aerial imagery
- [National Record of the Historic Environment](#): Begun in 1908, by RCAHMS, it continues to record all aspects of the historic environment. More than 5 million records cover:
 - architecture – records and images of Scotland's monuments and buildings, including their design, construction and evolution
 - industrial sites – records of industrial buildings and processes and their impact on Scotland's historic environment
 - maritime – records relating to Scotland's marine historic environment, including shipwrecks
- [Properties in Care collections](#): a collection of historic objects, works of art and archaeological artefacts found at sites ranging from prehistoric villages to Victorian mills.

PLANNING

Historic Environment Scotland, as part of its responsibilities for the historic environment, has statutory functions within the [planning system](#).

The 2014 Act set out HES's role and legal status, including changes in processes for the designation of monuments and buildings (scheduling and listing) and for consents relating to scheduled monuments, listed buildings and conservation areas. A right of appeal

against certain decisions by Historic Environment Scotland was introduced by the 2014 Act.

The [Historic Environment Circular 1](#) sets out the processes identified in Regulations and describes Historic Environment Scotland's functions in relation to listing and scheduling, consents and appeals.

The [Historic Environment Scotland Policy Statement 2016](#) guides the operation of decision making in the Scottish planning system.

Listing

HES [lists](#) buildings of special architectural or historic interest under [three different categories](#) A,B and C).

The [Historic Environment Scotland Policy Statement 2016](#) sets out the criteria used to decide if a building merits listing.

The main reasons for selecting a building for listing are:

- age and rarity
- architectural or historic interest
- close historical association.

The term building can cover a wide variety of man-made structures, including:

- fountains
- ha-has
- statues.

The buildings also cover diverse aspects of life, including:

- education
- defence
- industry
- worship.

Scheduling

HES is also responsible for the [scheduling of monuments](#). Scheduling is the process of adding monuments to the schedule (a list) of monuments of national importance. Scheduling is carried out under the provisions of the [Ancient Monuments and Archaeological Areas Act 1979](#).

HES assess monuments for scheduling using the criteria set out in the [Scottish Historic Environment Policy 2011](#).

There are more than 8,000 scheduled monuments spread across Scotland. They include:

- prehistoric burial mounds
- Roman forts,
- early Christian carved stones
- industrial mills

- Second World War gun emplacements
- anti-invasion defences.

Other lists

HES maintains other lists:

- [Inventory of Gardens and Designed Landscapes](#), including:
 - estate landscape
 - botanic garden collections
 - urban parks
 - horticulturalist's gardens
 - cemeteries.
- [Inventory of Historic Battlefields](#)
- [Marine Protected Areas](#), including:
 - remains of ships and aircraft lost at sea
 - harbours, lighthouses and other structures relating to transport and trade by sea
 - remains of human settlements at the coastal fringe (sea level changes may mean that some sites are now underwater).

GUIDANCE

HES is responsible for providing [guidance](#) notes on aspects of Scottish Government historic environment policies, putting them into everyday language and contexts.

HES's latest guidance activities include:

- **Building Conservation Hub**

In June 2017, HES opened the [Engine Shed](#) conservation hub in a converted MOD building in Stirling. It is a dedicated building conservation centre which will work to encourage understanding of traditional building materials and skills among the public and professionals and raise standards in conservation for traditional buildings.

The development of the Engine Shed was jointly funded by HES, the European Regional Development Fund, Heritage Lottery Fund, and the Scottish Government.

The Engine Shed offers [building advice](#) and guidance for owners of traditional buildings.

- **Energy efficiency**

HES is undertaking research, commissioned under the Scottish Government's [Energy Efficiency Action Plan](#), to progress research and publish guidance on the appropriate thermal refurbishment of traditionally built and historic properties (dating from pre 1919).

GRANTS

HES has responsibility for a number of funding and grants schemes. Individuals and organisations can apply for financial help with projects and works that benefit the historic environment.

Grants are offered to help protect and promote the historic environment, and to train people in skills needed in this area.

When making grant decisions, HES will consider the extent to which a project will:

- deliver benefits for communities
- promote public access
- promote quality
- develop knowledge and skills
- build capacity for local heritage management.

The schemes include:

- [Historic Environment Repair Grant:](#)
 - helps with the cost of repairs to buildings of special interest
- [Grants for Places of Worship Scheme:](#)
 - Grants of between £10,000 and £250,000 available for projects involving urgent structural repairs to public places of worship that are listed. Jointly funded by the Heritage Lottery Fund and HES
- [Organisational Support Fund](#)
- [Archaeology Programme funding:](#)
 - Funding for research and intervention projects which help to deliver Scotland's [Archaeology Strategy](#) and rescue archaeological information from unavoidable threats.

CLIMATE CHANGE

In 2011, Historic Scotland (HS) published its [Climate Change Action Plan 2012-2017](#). This plan sets an ambitious target to reduce these emissions by 25% (against a baseline year of 2008-09) by April 2015. This was to be achieved by reducing the carbon emissions associated with energy use in HS buildings, waste generation, business travel and water consumption.

In its annual report for 2015-16, HES reported that, due to a variety of factors, the 2015 target was not reached, but that a total reduction of 17% was achieved in 2014-15.

In 2017, HES has published [Sustaining our future to protect our past. Historic Environment Scotland's carbon management plan 2020](#).

As a large public sector organisation and a major player under the Public Bodies Climate Change Duties, HES has a responsibility to set ambitious but achievable targets that reflect the national greenhouse gas (GHG) emissions reduction targets set by the Scottish Government.

HES has set a long-term GHG emissions reduction target, from April 2015 and concluding in March 2050. Over this 35 year period, HES will aim to emit no more than a total of 156,355 tonnes of carbon (tCO₂e) through its operations.

This will require an annual reduction of 2.2 to 2.4% in carbon emissions for each of the five years of the carbon management plan.

HES has a number of [blogs](#), including one on [climate change](#), which highlights what HES is doing to implement the carbon plan.

HISTORIC ENVIRONMENT STRATEGY

Published in March 2014, [Our Place in Time - The Historic Environment Strategy for Scotland](#) was Scotland's first ever strategy for this sector. It is a high level framework which sets out a 10 year vision for the historic environment. The key outcome for the strategy is to ensure that the cultural, social, environmental and economic value of Scotland's historic environment continues to make a strong contribution to the wellbeing of the nation and its people. It was developed collaboratively by the sector and identified the need for strategic priorities to help align and prioritise sector activity towards a common goal.

The Strategy sets out three broad aims:

- **Understanding** – By investigating and recording the historic environment to continually develop our knowledge, understanding and interpretation of Scotland's past and how best to conserve, sustain and present it
- **Protecting** – By caring for and protecting the historic environment, ensuring that the Scottish people can both enjoy and benefit from it and conserve and enhance it for the enjoyment and benefit of future generations
- **Valuing** – By sharing and celebrating the richness and significance of the historic environment, enabling Scots to enjoy the fascinating and inspirational diversity of their heritage.

As the lead body for historic environment the Scottish Government see HES as a key player in delivering the strategy.

HES produced an annual report on the strategy, covering activities from October 2015 to March 2017: [Our Place in Time Annual Report 2017](#).

The report lists a number of achievements, including:

- a review and restructuring of the delivery model to improve the delivery of the shared vision for the historic environment over the life of the Strategy
- publication of the first Historic Environment Outcomes Framework, underpinning the measurement of success in delivering the Strategy

- publication of Scotland's [Historic Environment Audit 2016](#).

MEASURING IMPACT

The National Performance Framework

The Scottish Government's [National Performance Framework](#) (NPF) provides a vision for Scotland with broad measures of national wellbeing covering a range of economic, health, social and environmental indicators and targets.

HES's Corporate Plan includes the following table which sets out its strategic themes alongside the Scottish Government's national outcomes:

| | HES strategic theme | | | | |
|--|---------------------|------------|---------|-------|---------|
| | Lead | Understand | Protect | Value | Perform |
| We are better educated, more skilled and more successful, renowned for our research and innovation | • | • | • | • | • |
| We live in well-designed, sustainable places where we are able to access the amenities and services we need | • | • | • | • | |
| We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others | • | • | • | • | |
| We value and enjoy our built and natural environment and protect it and enhance it for future generations | • | • | • | • | |
| We take pride in a strong, fair and inclusive national identity | • | • | • | • | • |
| We reduce the local and global environmental impact of our consumption and production | • | • | • | • | • |
| Our public services are high quality, continually improving, efficient and responsive to local people's needs | • | • | • | • | • |

The relevant indicators for HES in the Scottish Government's framework include:

- **Increase cultural engagement.** This is measured against the percentage of adults who have either participated in a cultural activity or who have attended or visited a cultural event or place in the last 12 months.
- **Improve the state of Scotland's historic sites.** This is measured using the percentage of A-listed buildings on the Buildings at Risk Register (BARR)
- **Improve Scotland's Reputation Scotland's overall score on the Anholt-GfK Roper Nation Brands Index.**

[Scotland Performs](#) reports on progress against the NPF using a number of sources, including the Scottish Household Survey (see below). On the two cultural indicators, the most recent [Scotland Performs Update](#) (December 2016) shows that:

- Between 2013 and 2015, the percentage of adults who [engaged in culture](#) had been maintained, from 91.0% in 2013, 90.8% in 2014 to 91.9% in 2015.
- In 2015, 7.6% of [A-listed buildings](#) on the Buildings at Risk Register were at risk compared to the baseline of 8.7% in 2009, an improvement of 1.1%. The reduction in the percentage of A-listed entries showed a continually improving A-listed building stock.

SCENE

[Scottish Culture and Evidence Network](#) (SCENE) is a group of researchers, statisticians and evidence-interested people in the culture sector in Scotland. SCENE is led by a core group of analysts in the Scottish Government, Creative Scotland, Historic Environment Scotland and Museums Galleries Scotland.

The remit of the Scottish Culture Evidence Network is:

- To build the evidence base for culture and the creative industries in Scotland, to share this evidence and information on research activities, promote evidence across a range of policy areas and seek opportunities for collaboration.

The network defines culture in a broad sense to include heritage, the arts, and creative industries.

HES AND THE SCOTTISH GOVERNMENT

HES's relationship with the Scottish Government is detailed in a [Framework Document](#).

The Cabinet Secretary for Culture, Tourism and External Affairs also issues an annual Letter of Guidance setting out the Government's expectations in the wider context of the Government's strategic priorities. According to its [minutes](#), the HES Board received the latest letter in May 2017.

In addition, the [Schemes of Delegation](#) from Scottish Ministers set out the requirements for the management of properties and collections in HES's care.

In [A Plan for Scotland: The Government's Programme for Scotland 2016 -17](#), the Scottish Government stated that:

- Working with Historic Environment Scotland and partners, we will begin work on developing a long-term Infrastructure Investment Plan for restoring, enhancing and conserving our built heritage to support our tourism industry and to continue to provide a world class experience for visitors.

In [A Nation With Ambition: The Government's Programme for Scotland 2017-18](#), the Scottish Government again promised to:

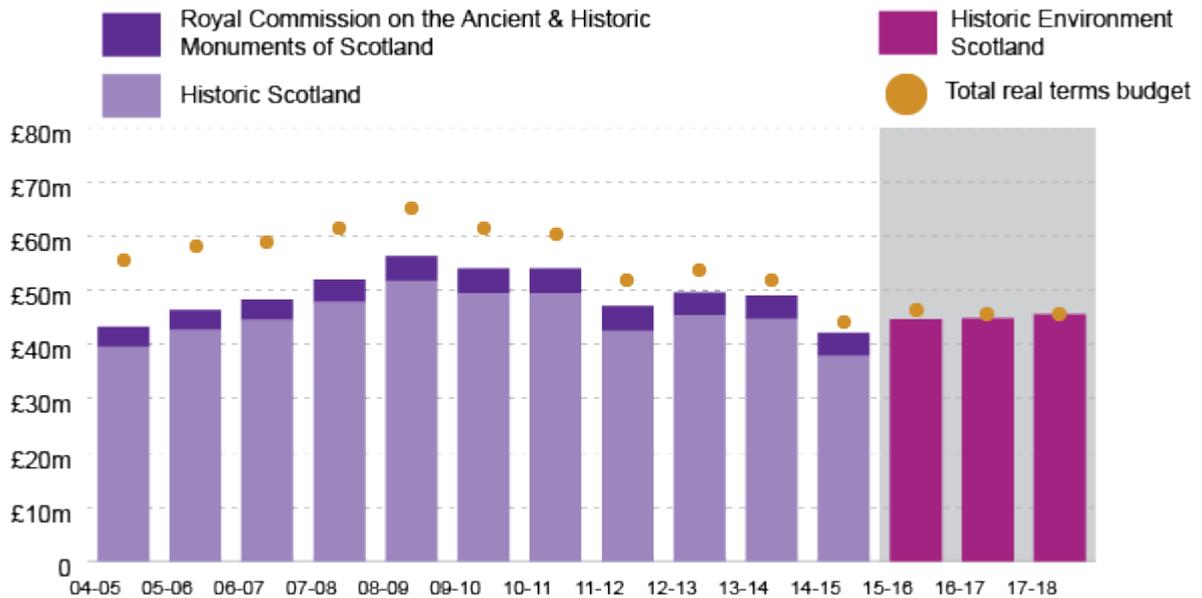
- support Historic Environment Scotland and partners to develop a long-term Infrastructure Investment Plan for preserving, understanding and celebrating our built heritage.

Funding

HES is funded by [the Scottish Government](#), annex 1 provides information on the grant in aid provided to HES and its predecessor bodies since 2004-05.

The following figure shows those grants in cash terms (bar chart) and real terms (dots above the bar chart):

Figure 1: cash and real terms



In the Draft budget for 2017-18 HES received £45.5m. Table 1 below provides more information on that draft budget allocation:

Table 1: Historic Environment Scotland level 4 figures from the Draft budget 2017-18

| Historic Environment Scotland (HES) | 2016-17 Draft Budget £m | 2017-18 Draft Budget £m | % Change 2017-18 on 2016-17 | What it buys |
|--|----------------------------|----------------------------|-----------------------------------|--|
| HES-Running Costs | 78.289 | 81.500 | 4.10 | Staff and operating costs including conservation of estate to protect and promote Scotland's historic environment. HES is the largest operator of paid visitor attractions in Scotland as well as the lead body for enabling and delivering Scotland's Historic Environment Strategy, Our Place in Time and providing advice on the management of Scotland's wider historic environment. Building, Archaeology and Voluntary Sector grants to third parties plus goods and services not included in administration and operating costs |
| HES Depreciation and Impairment | 3.285 | 3.300 | 0.46 | Non-cash budget to cover loss in value of fixed assets over the accounting period. |
| Total Level 3 | 81.574 | 84.800 | 3.95 | |
| Less Income | -39.960 | -44.900 | 12.36 | Supports HES operational expenditure. |
| HES Direct Capital | 3.400 | 5.600 | 64.71 | Investment towards restoring, enhancing and conserving our HES Properties in Care and associated visitor facing facilities across Scotland. Capital funding for corporate infrastructure. |
| Total Historic Environment Scotland | 45.014 | 45.500 | 1.08 | |

While Historic Environment Scotland saw an increase in its running costs budget in cash terms of £3.211m, in real terms the increase was £2m.

The increase in Direct Capital was to support increased investment in Properties in Care and HES's corporate infrastructure. In real terms the increase was £2.1m.

HES is the largest operator of paid visitor attractions in Scotland and its running cost expenditure from the Scottish Government is supported by income derived from these attractions, which were forecast to increase.

The Framework Document states that:

“HES shall seek to optimise income (grant in aid does not qualify as income) from all sources, including from the European Union, and ensure that the SG is kept informed. Novel or contentious proposals for new sources of income or methods of fundraising must be approved by the SG. Fees or charges for any services supplied by HES shall be determined in accordance with the Fees & Charges section of the SPFM [Scottish Public Finance Manual].”

THEMED YEARS

Scotland’s themed years

The Scottish Government has a series of themed years, including:

- **Year of History, Heritage and Archaeology, 2017**

Historic Scotland’s activities during the themed year included:

- jousting at Caerlaverock Castle
- Fort George hosted costumed performers for a new weekend event Amazing Ages!,
- virtual tours of Stirling Castle
- Scotland’s first Heritage Festival, History Live, held in Stirling
- Scotland’s first [Heritage Awareness Day](#) on 6 October 2017.

HES maintained a [blog](#) for the Year.

- **Year of Young People, 2018**

Historic Environment Scotland’s proposed activities for 2018 were discussed at its Board meeting in September. HES has established a [blog](#) for the themed year.

European Year of Cultural Heritage

2018 has also been designated as the [European Year of Cultural Heritage](#). The year will be marked by events and initiatives across Europe to encourage people to explore and debate Europe’s rich and diverse cultural heritage (tangible, intangible, natural, digital and all types of cultural activities): celebrate, understand and protect its unique value and reflect on the place that cultural heritage occupies in European citizens’ lives.

Francesca McGrath
SPICe Research
16 November 2017

Note: Committee briefing papers are provided by SPICe for the use of Scottish Parliament committees and clerking staff. They provide focused information or respond to specific questions or areas of interest to committees and are not intended to offer comprehensive coverage of a subject area.

The Scottish Parliament, Edinburgh, EH99 1SP www.parliament.scot

ANNEX 1 BUDGETS FOR HES AND ITS PREDECESSOR BODIES

The following tables provide the grant in aid figures for Historic Scottish and the Royal Commission on the Ancient and Historic Monuments of Scotland (RCHAMS), from 2004-05, until their roles and functions were taken over by the Non-Departmental Public Body, Historic Environment Scotland, which was formed from the merger of the two bodies in October 2015.

Historic Scotland

£000s

| 2004-05 | 2005-06 | 2006-07 |
|---------|---------|---------|
| 39,644 | 42,575 | 44,415 |

£m

| 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 | 2013-14 | 2014-15 |
|---------|---------|---------|---------|---------|---------|---------|---------|
| 47.7 | 51.7 | 49.3 | 49.3 | 42.5 | 45.3 | 44.7 | 37.8 |

Royal Commission on the Ancient and Historic Monuments of Scotland

£000s

| 2004-05 | 2005-06 | 2006-07 |
|---------|---------|---------|
| 3,617 | 3,847 | 3,942 |

| 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 | 2013-14 | 2014-15 |
|---------|---------|---------|---------|---------|---------|---------|---------|
| 4,257 | 4,563 | 4,730 | 4,691 | 4,574 | 4,266 | 4,285 | 4,302 |

Historic Environment Scotland

£m

| 2015-16 ** | 2016-17 | Draft 2017-18 |
|------------|---------|---------------|
| 44.6 | 44.8 | 45.5 |

**Includes Historic Scotland and Royal Commission on the Ancient and Historical Monuments of Scotland who merged in 2015-16